

overall it has been a great experience."

Martinez said one particular part of serving in Iraq was especially rewarding for her. Unlike other Corps personnel, who leave behind their family and friends to complete their overseas missions, both Martinez and her son, Stephen Martinez, have had the opportunity to serve in Iraq. Stephen, 30, who works for the Corps as a lead project manager in Grafenwöhr, Germany, recently finished his deployment to Iraq. Like his mother, Stephen said that it was a love for his country that motivated him to support the war effort.

"I believe in the cause," he said. "I knew that serving in Iraq would be both a personal and professional learning experience for me."

Martinez left her husband, grandchild and other son behind to serve in Iraq, and Stephen deployed to Iraq, after only one week of marriage to his wife, Jessica. While Stephen and Martinez said that it was hard to leave the rest of their family behind, the mother and son pair said they were grateful for the opportunity to visit each other while they were abroad.

"The opportunity to have my son near and watch him grow in his professional career was definitely a dream come true," said Martinez.

Stephen echoed these sentiments.

"The time I spent with my mother (while deployed) ranks very high on my happiest moments," said Stephen.

Stephen joined the Corps family in 1993, as an engineer intern with the New Orleans District. He said the most enjoyable aspect of working for the Corps is working with his colleagues.

"My colleagues supported my wife while I was away, and they worked hard to keep her healthy," said Stephen. "When my wife was healthy, I stayed healthy."

Just as these Corps colleagues brightened each one of his days, Stephen has tried to pass on that positive energy to those that he interacts with on a daily basis.

"I work hard to create a positive atmosphere everyday at the Corps," he said. "I am respectful and considerate of others, and I focus on customer require-

ments and ensuring project ownership."

Martinez joined the Corps 10 years earlier than her son, as an administrative assistant in the Mobile District in 1983.

She said that her time in Iraq has allowed her to gain her deepest understanding of the Corps and its values.

"Before I got to Iraq, the word 'synergy' was just another word to me," said Martinez. "The real meaning of the word came to light when I worked with 22 other people who were driven by a desire to get the job done. Together, we worked out of two trailers to perform the duties of a small district."

When they are not working on Corps projects, Stephen and Martinez spend their spare time enjoying various leisure activities. Martinez prefers to travel, read and walk as past-time activities.

While Stephen also enjoys to travel and read like his mother, he also enjoys riding his motorcycle and studying classic cars.

Both Stephen and Martinez said they believe in enjoying all that life has to offer. Martinez credits her mother for instilling positive qualities within her.

"I respect my mother dearly and she owns all of my love," said Martinez. "She managed to teach me what I consider the stepping stones of life - responsibility and respect to myself and to others."

Over the years, Martinez said she has acquired another role model - her son, Stephen.

"Stephen has inspired me to love life," said Martinez. "I always knew that he was a special person and capable of doing anything in life that he sets his mind to do."

Just as Martinez admires her son, Stephen said that his mother has been his most important role model in his life.

"I admire my mother for who she is and what she has accomplished," said Stephen. "She arrived in the United States in the 1960's with very little, but today she has carved an international career for herself with the Corps and has a collection of friends around the world that value her."



Photo by Brian H. Temple

Stephen Martinez receives the Commander's Award for Civilian Service from Col. Lee Staab, commander, Europe District. Martinez was awarded the medal for his service in Iraq.

EB-G



Col. Lee Staab, commander of Europe District, gets an update on the Efficient Basing - Grafenwöhr project from Rusty Mizelle at the Grafenwöhr office. Stephen Martinez (left) and Ed Argueta listen in.

Building for future forces

Corps consolidate camps for brigade combat teams

By Rusty Mizelle

Efficient Basing-Grafenwöhr project manager

While the Cold War ended more than a decade ago, the Army is still adapting to fight smaller and lighter in an era of downsizing and ever-changing missions.

Efficient Basing-Grafenwöhr is an Army initiative to consolidate a brigade combat team (six battalion-sized units) onto a single installation, and the U.S. Army Corps of Engineers, Europe District, is leading the way in its construction.

Grafenwöhr, a major U.S. training installation in Germany, is the only U.S. training area in Europe where large-scale live-fire training is conducted. The training area encompasses almost 100 square kilometers (62 square miles), and includes dozens of ranges for all Army weapons systems, from the M-16A2 rifle to the M-1A2 Abrams main battle tank.

Currently, these units are scattered across 200 miles of central Germany in their Cold War defensive

locations. This stationing makes force protection, command and control, and unit training difficult.

The construction portion of this program includes more than \$1 billion in funding, and incorporates standard design and construction for new work and renovations, build-to-lease housing, and privatized utilities. Funds are budgeted for fiscal years 2003-08.

The construction will build a small city from the ground up - utilities, roads, barracks, motor pools, retail areas, office buildings, operations centers, headquarters, schools, chapels, child care centers, family housing, and morale support facilities.

U.S. Army Europe approached Europe District in early 2001 with this stationing concept and an aggressive time schedule - build the facilities to house the first two battalions and their families by August 2005. The concept was briefed to the Department of the Army in April 2001.

"This has been on an unbelievably fast track," said Al Lucht of the Directorate of Public Works at Grafenwöhr. "A planning issue like this would normally take two years, but we did it in four months."

Due to the program's scale, complexity, and required speed of delivery, Europe District had to develop an innovative plan to ensure the Army could

complete its consolidation mission. This plan was influenced by the concepts of the new ER 5-1-11 Project Management Business Process, published in August 2001, and was Europe District's first opportunity to use the latest PMBP doctrine on a major construction program. This new process is centered on teamwork where the customer is intimately involved throughout the construction process.

Making a plan

The second imperative of PMBP compels the Corps to plan for success and keep commitments. Europe District codified the concepts, philosophy, and specific practices for the construction program into a Program Management Plan.

The plan for Grafenwöhr is a joint product of Europe District, Installation Management Activity Europe, and the District's installation customer, the 100th Area Support Group. Based on the PMBP imperatives, the plan outlines the team's roles and responsibilities, and sets standards for everything from design review timelines to contract modification processing.

Additionally, the Project Management Plan has compiled many practices that were constant across projects. This has allowed the project manager to develop plans that are a few pages long, versus former cumbersome plans that could range up to 100 pages, and are specific to the unique requirements of the task at hand.

The best way to develop a PMP has been found to go back to pencil and paper because the project delivery team needs to know from start to finish how they will carry out the design and construction.

Building a team

PMBP is built upon the concept of teamwork and Europe District recognized early the need for a cohesive, well-integrated team. The project delivery teams developed for major military construction in Germany are somewhat different due to the involvement of the host-nation government.

Under international agreement, the German government serves as the contracting agency for design and construction. The German government established a provisional BauDienstStelle (Construction Service Office) to serve as a partner for USACE in managing design and construction services.

Additionally, building facilities is only part of the entire program. There are many other activities, from hiring new cooks in the dining facility to buying furniture, from procuring janitorial services to moving unit equipment. All of these activities need to be synchronized with the construction completions to be successful.

"While construction is the most visible part, it is only one component," said Lt. Col. Scott Flanigan, Director of Public Works for the 100th Area Support Group. "Moving a brigade's worth of Soldiers and

their families to Grafenwöhr will more than triple the population of the military community, and the implications are wide-ranging. Nearly every functional area is impacted. For example, not only do we need to build new and expanded ... school facilities for the increased student population, the Department of Defense Dependents Schools system has to hire more teachers and staff.

The larger population and new facilities will place increased demands on nearly all types of services, and the Base Support Battalion and ASG staffs will have to be increased to accommodate this increased work load."

Europe District's team consists of the 100th ASG and host nation authorities, plus USACE project management, technical review, construction oversight, and support. This team works together in a office complex on Grafenwöhr, and leverages specific expertise from the district, division, or external organizations.

One of the smartest decisions made in this program was to co-locate Europe District, BauDienstStelle, and ASG staffs in one large office complex, said Flanigan.

"Telephones, e-mail, faxes, and project intranets are great tools, but sometimes there's just no substitute for getting together around a table, rolling out the plans, and looking somebody in the eye as you resolve a problem or issue," Flanigan said.

Initially, the on-site team was based on a classic organizational chart with a project management, tech review, and construction section. However, the team soon found that it was occasionally more effective to blur the lines when executing projects, for two reasons. First, the team initially had more tasks than people.

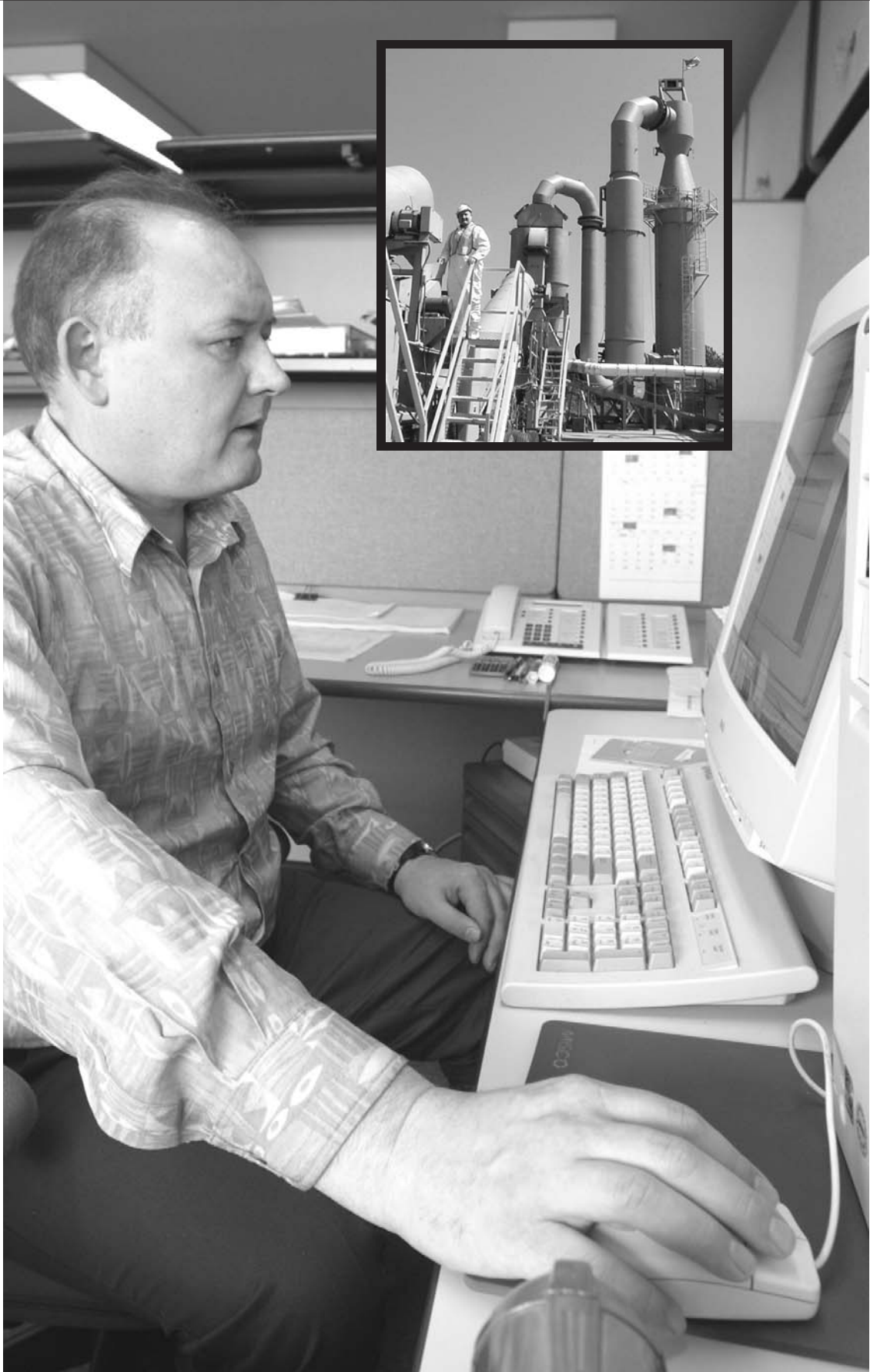
Second, it was more effective to establish who was the most experienced, knowledgeable, and personally suited to lead the team, and then let them serve as the project manager. Eventually, a loose ad-hoc structure evolved that has allowed the Grafenwöhr team to put the right group with the right leader for each project.

Communicating effectively

So how do you communicate on a team with a dozen organizations, representing two nations, multiple cultures, languages, and varying ways of doing business? The solution is actually simple and based on two pillars, according to Lourdes Leyva-Colon, Efficient Basing-Grafenwöhr project manager.

"Face-to-face communication is the standard, and we're all going to get along," she said. "Being located together as a team on-site allows the PDT to resolve issues and share ideas face-to-face, and reduces miscommunication or misinterpretation. Also, being located together allows us to build relationships and get together socially. You're more likely to listen to someone you like."

Help from a far



Reemt Pauw back at work in Wiesbaden.

Photo by Brian H. Temple